

CIA INTERNAL USE ONLY

Approved For Release 2000/05/08 : CIA-RDP78-03952A000200030002-7

OFFICE OF JOINT COMPUTER SUPPORT

25X1A

MANAGEMENT

OJCS INSTRUCTION  
24 September 1975

PROJECT MANAGEMENT IN OJCS

1. Purpose

The purpose of this Instruction is to provide policy guidance on project management within the Office of Joint Computer Support

2. Scope

The policy guidance in this Instruction applies to projects related to the development, upgrading and expansion of OJCS services or facilities that involve any of the following:

- a. an annual commitment of resources totaling \$1 million or more;
- b. a high degree of senior management interest;
- c. extensive coordination or participation with other Agency components, and
- d. significant impact on other OJCS services or facilities.

3. Policy

Selected OJCS activities will be planned, organized and managed on a project basis to ensure that:

- a. Authority and responsibility for achieving a project's end objectives are clearly assigned.
- b. Tried and proven project planning and management procedures are effectively and uniformly applied within OJCS.
- c. Lines of coordination, communication and reporting for a given project are clearly defined.
- d. Better management overview of individual projects and the interaction between projects in OJCS is provided.

Approved For Release 2000/05/08 : CIA-RDP78-03952A000200030002-7

CIA INTERNAL USE ONLY

4. Project Management Guidelines

a. Applicability: The guidelines contained in this section will be applied, as appropriate, to projects falling within the scope of this Instruction. The degree of applicability may vary widely depending upon the type and the size of the individual project. Thus, these guidelines are, in essence, a check list to be applied to the extent they are feasible and realistic.

b. Charter: Projects may be nominated by a Division Chief or designated by the Director, OJCS. The Director, OJCS will issue a charter identifying the Project Manager and defining his reporting channels (which may be through normal staff channels or directly to the Director, OJCS on major projects). The charter will contain additional information such as:

- (1) the overall objective of the project;
- (2) the schedule;
- (3) the responsibilities and authorities of the Project Manager, and
- (4) the initial resources assigned to the project.

c. Project Plan: The Project Manager will prepare a Project Plan which, where appropriate, would consist of two parts: a Management Plan, and a System Plan.

- (1) The Management Plan will contain such information as:
  - (a) a description of the project management organization and functions, including its staffing and the division of effort between in-house and contractor personnel;
  - (b) a breakdown of dollar and manpower resources required for the duration of the project, including their estimated rate of consumption;
  - (c) a master schedule for the project showing key milestones and decision points;
  - (d) a description of how project reviews will be provided for senior management and customer representatives; and

(e) a description of how coordination with other organizations will be accomplished, including the identification of management level and day-to-day working contacts.

(2) The System Plan necessarily will require additional time for preparation after the project organization is formed. It will be expanded in detail and content or revised as the project progresses. It will contain such information as:

(a) descriptions of the customer's requirements, objectives of the project, schedules, and a discussion of the environment (including technical, operational, economic and political considerations);

(b) a description of the system design concept, including justification for the chosen design versus other designs which were considered;

(c) detailed narrative description and schedules for all tasks and sub-tasks;

(d) background information including descriptions of problems in the existing system that must be solved, or benefits expected from the project, or both;

(e) estimates of requirements for space and special utilities such as: air conditioning; electrical power; etc.;

(f) estimates of dollar, manpower, training and maintenance requirements for implementation and continued operation of the system in OJCS and the user components;

(g) description of technical interfaces with other operating systems; and

(h) projections of communications support requirements.

d. Customer Coordination: Regular meetings will be held with the customer so that requirements can be clarified for the Project Team, progress can be reviewed, emerging problems can be quickly resolved, and clarification of the projected end products can be provided to the customer.

CIA INTERNAL USE ONLY

Approved For Release 2000/05/08 : CIA-RDP78-03952A000200030002-7

e. Other Participants: Regular meetings also will be held with other Agency components that may have a role in the successful completion of the project, such as the Office of Logistics, Office of Communications, and others, so that appropriate commitments can be gained from responsible officials of these components and progress on these commitments can be reviewed.

f. Senior Management Review: Regular reports will be prepared for senior management. Such reports will include information on progress, problems, future plans, resources consumed, decisions needed, etc. When appropriate, projects will be included in the DD/A Management by Objectives Program and regular reporting in that program will be required. Project status will also be required in summary form suitable for display in the OJCS Management Information Center. (Additional guidance on the MIC will be provided later.)

g. Quality Control: As deemed necessary by OJCS senior management or as requested by a Project Manager, technical reviews of a given project may be conducted. Generally, such reviews will be conducted by a Technical Review Board comprised of qualified OJCS personnel not associated with the project.

h. Project Termination: The Project Plan should also describe those actions and deliverable items that will mark the completion of the Project. Generally, these will include:

- (1) demonstration of the system capabilities for customer acceptance;
- (2) documentation that will be delivered;
- (3) procedures for turnover of operational responsibility, including parallel operations as necessary;
- (4) an operational fall-back plan in case the new system is not satisfactory; and
- (5) the manner of terminating the Project and closing out the Project Office.

STATINTL

  
HARRY E. FITZWATER  
Director of Joint Computer Support

DISTRIBUTION: All OJCS Personnel

RETENTION : Permanent

Approved For Release 2000/05/08 : CIA-RDP78-03952A000200030002-7

CIA INTERNAL USE ONLY